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11 April 1952

AGENDA

FOI

CAREER SERVICE COMMITTEE

22nd Meeting, Friday, 11 April 1952, 2:00 P.M. - Room 115, North Building

1. Consideration of minutes of the 21st meeting on 7 April 1952. (attached)
2. Consideration of memorandum to Career Service Committee from Working Group on Career Benefits, dated 10 April 1952. (attached)
3. Consideration of memorandum to Career Service Committee from Working Group on Personnel Development Program, dated 11 April 1952. (attached)
4. Consideration of memorandum to Career Service Committee from Working Group on Trainees, dated 10 April 1952. (attached)
5. It is recommended that the following papers be available at the meeting:
  - a. Progress Report, Committee to DCI, dated 22 January 1952.
  - b. Memorandum, DCI to Committee re adjustments to Program, dated 7 March.
  - c. Special Strength Report to Mr. Hedden, as of 7 March 1952.
  - d. Final Report, Rotation, dated 30 January 1952.
  - e. Final Report, Career Benefits, dated 21 February 1952.
  - f. Final Report, Trainees, dated 28 March 1952.
6. The Chairmen of the Working Groups on Career Benefits, Trainees, Rotation and Personnel Development Program will be present at the meeting. The Working Group on Rotation will present, at the meeting, its reply to the memorandum from the Chairman of the Committee, dated 8 April 1952.

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Date: 31 JAN 78 By: 022

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11 April 1952

MEMORANDUM

TO : Chairman, Career Service Committee

FROM : Chairman, Working Group on PERSONNEL DEVELOPMENT PROGRAM

SUBJECT : Adjustments to Career Service Program

REFERENCE: Your Memorandum of 8 April 1952, Same Subject

1. Reference directed that the Working Group on Personnel Development Program make certain changes to material it has submitted to you on the Career Service Program.

2. Tab A meets the requirements set by paragraph 3. a. of Reference and is furnished in the form of a CIA Regulation. However, for the reasons stated in paragraph 4 below, it is recommended that Tab B be accepted instead of Tab A.

3. Tab C is furnished as the recommended Personnel Evaluation Report. As directed by paragraph 3. c. of Reference, this recommended form retains the simplicity of the original but eliminates the requirement that the person evaluated see the supervisor's evaluation and comments. The Working Group considered but rejected as unduly cumbersome the proposed two-form instrument comprising a Personnel Evaluation Report not shown to the employee and a Career Development Guide that is shown him.

4. Tab B is recommended in lieu of Tab A because:

a. Paragraph 3. a. of Reference requires a directive appointing the CIA Career Service Board "as constituted in your Tab C." This "Tab C" is in fact long since out of date, having been supplanted by Tab D of my report of 5 March to you. This up-to-date version represents the combined product of my working group and the Working Group on Rotation and was coordinated with all working groups. It is embodied in Tab B of this memorandum, but not in Tab A.

b. Tab B (paragraph 1. A. (2) f) assigns to the CIA Career Service Board the function of reviewing personnel evaluation reports on AD's and DAD's rather than "acting as a rating board" as required by Reference. This provision of Tab B is recommended because it is felt that "rating" is strictly a line function and the supervisor, not a board, must rate the persons he supervises. On the other hand, it is felt

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that if the CIA Career Service Board reviews the evaluation reports it may find much of value that will help it solve both policy and specific problems in the career program. There is the further point that the Personnel Evaluation Report is not a "rating" form as my working group understands that term since it does not compare the person rated with other persons.

- c. It is believed that the membership (of the Office Career Service Boards) as proposed in Tab B is more flexible than that proposed in paragraph 3. a. of Reference and at the same time permits the function of appropriate review of personnel evaluation reports.
- d. The justification for one member on the Office Board below the Staff or Division Chief level is not seen, was unanimously rejected and such a member is therefore not included in Tab B.
- e. Tab B does not include on the Office Board a member from another Office. There is nothing to prevent calling in an official from another Office when rotation or other problems involving two or more offices are being considered. But it is felt not worth the cost to have an extra Office member sit regularly with each Office Board. Uniformity of practice could probably be better assured by effective liaison between the Secretariat of the CIA Career Service Board with each of the Office Boards.

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CIA REGULATION

Number  
Date

CIA CAREER SERVICE BOARDS

1. CIA CAREER SERVICE BOARD

A. The CIA Career Service Board is established with the following membership and functions:

- (1) Membership:
- a. Deputy Director, CIA, or alternate
  - b. Deputy Director, Plans, or alternate
  - c. Deputy Director, Administration, or alternate
  - d. Director of Training
  - e. Assistant Director, Personnel  
Secretariat (Career Development Staff:  
Personnel Office)
- (2) Functions:
- a. Develops policy governing the Career Service Program for submission to the Director of Central Intelligence and serves as his advisor on all matters concerning the Program.
  - b. Advises, and reviews the functioning of, /Office/ Career Service Boards.
  - c. Reviews the functioning of the Career Service Program including:
    - 1) Approving, on a continuing basis, selection standards employed in the training and rotation programs.
    - 2) Acting as final board of appeal and adjudication in all Career Service matters involving /Office/ Career Service Boards, Agency Offices or comparable units and individuals.
  - d. Acts as the rating board for all Assistant Directors and Deputy Assistant Directors.

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Tab A

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**2. /OFFICE/ CAREER SERVICE BOARDS**

**A. The Deputy Director, Plans, Deputy Director, Intelligence, and Deputy Director, Administration, shall establish such Office Career Service Boards as they require within their respective organizations. These boards shall have the following membership and functions:**

- (1) Membership:**
- a. Assistant Director or Deputy Assistant Director (or Office Head)**
  - b. Staff or Division Chiefs (as appointed by Assistant Director or Office Head)**
  - c. One officer below the level of Staff or Division Chief**
  - d. One officer from another Office (non-voting member)**

**Secretariat (as appointed by Assistant Director or Office Head)**

- (2) Functions:**
- a. Serve as advisor to the Assistant Director or Office Head and act for him on all matters pertaining to the Career Service Program.**
  - b. Approve or disapprove selection for initial participation in the Career Service Program.**
  - c. Direct within the Office, the application and functioning of the Career Service Program.**
  - d. Act as rating board for personnel up to and including staff and division chiefs. (The staff or division chief member should be rotated as appropriate when the board is rating other staff or division chiefs).**
  - e. Make available on a regular basis to CIA Career Service Board the Office Board proceedings, actions and membership list.**

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**Tab A**

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CIA REGULATION

Number  
Date

1. CIA CAREER SERVICE BOARD

- A. The CIA Career Service Board is established with the following membership and functions:

- (1) Membership:
- a. Deputy Director of Central Intelligence, Chairman
  - b. Deputy Director/Plans
  - c. Deputy Director/Intelligence
  - d. Deputy Director/Administration
  - e. Assistant Director (Personnel) - Non-voting
  - f. Director of Training - Non-voting
  - g. Executive Secretary - Non-voting

Any member may designate an alternate as circumstances require.

At least three Deputy Directors shall be personally present for approval of any non-procedural CIA Career Service Board decision.

- (2) Functions:
- a. Develops policy governing the Career Service Program for submission to the DCI, and serves as his advisor on all matters concerning the Program.
  - b. Advises, and reviews the functioning of, Office Career Service Boards.
  - c. Reviews the functioning of the Career Service Program, including:
    - 1) Acting as final board of appeal and adjudication in all Career Service matters involving Office Career Service Boards, Agency Offices or comparable units, and individuals.
    - 2) Approving, on a continuing basis, selection standards employed in the training and rotation programs, and taking final action on requests for waiver of these standards.
    - 3) Allocating Rotation Loan Slots to Office Career Service Boards.

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Tab B

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- 4) Approving or rejecting Office Career Service Board selection and rotation recommendations.
  - 5) Making final decision on rotation appointments, quarterly.
  - 6) Levying requirements on Office Career Service Boards for rotatees to prepare them to fill key Agency positions.
- d. Appoints supporting groups or Boards for handling specialized functions, such as Hazardous Duty, Honor Awards, Selection for Service Schools, etc., as appropriate, drawing on Agency personnel as necessary.
  - e. Prepares, and submits annually to the DCI, a summary of the operation of the CIA Career Service Program.
  - f. Reviews personnel evaluation reports prepared on Assistant Directors and Deputy Assistant Directors.

**2. SECRETARIAT OF THE CIA CAREER SERVICE BOARD**

A. The Secretariat of the CIA Career Service Board is established with the following membership and functions:

- (1) Memberships: The Career Service Staff of the Office of Personnel will serve as Secretariat to the CIA Career Service Board, and the Chief, Career Service Staff will serve as its Executive Secretary.  
  
(The Assistant Director (Personnel) will provide, as feasible, personnel and facilities required by the Secretariat.)
- (2) Functions:
  - a. Recommends to the CIA Career Service Board ways and means of improving the CIA Career Service Program.
  - b. Performs all secretariat and administrative functions for the CIA Career Service Board. These include, but are not limited to:

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**Tab B**

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- 1) Maintaining master files concerned with Career Service matters on a current basis for the CIA Career Service Board.
- 2) Submitting unresolved inter-Office Board problems to the CIA Career Service Board for decision.
- 3) Assisting Office Career Service Boards in formulating rotation recommendations.
- 4) Transmitting recommendations to the CIA Career Service Board for consideration, and verifying personnel data submitted with these recommendations.
- 5) Issuing circular announcements to Office Career Service Boards listing approved rotation nominations. (The list will contain full data on the individual plus the rotation appointment recommendation of the sponsoring Board.)
- 6) Coordinating with the Office of Training all training arrangements and needs respecting the CIA Career Service Program.

3. OFFICE CAREER SERVICE BOARDS

A. The Deputy Director, Plans, Deputy Director, Intelligence, and Deputy Director, Administration, shall establish such Office Career Service Boards as they require within their respective organizations. These Boards shall have the following membership and functions:

- (1) Membership:
  - a. Assistant Director or Deputy Assistant Director (or Office Head)
  - b. Two or more Staff or Division Chiefs, or comparable high-level officials (as appointed by Assistant Director or Office Head)  
Secretariat - Non-voting (as appointed by Assistant Director or Office Head) to perform staff support for the Board.
- (2) Functions:
  - a. Serves as advisor to the Assistant Director or Office Head, and acts for him on all matters pertaining to the Career Service Program.

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Tab B



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- b. Selects or rejects applicants for initial participation in the Development Program and forwards to CIA Career Service Board for review.
- c. Directs within the Office the application and functioning of the Career Service Program, including but not limited to:
  - 1) Executing relevant decisions of the CIA Career Service Board.
  - 2) Sponsoring, developing, and executing an intra-Office rotation system, and reporting on it periodically to the CIA Career Service Board via its Secretariat.
  - 3) Participating in the development and execution of approved extra-Office rotation systems.
  - 4) Submitting rotation recommendations to the Secretariat of the CIA Career Service Board for extra-Office appointment.
  - 5) Reviewing circular announcement of rotation recommendations and negotiating with other Office Career Service Boards to effect agreement on rotation appointments.
  - 6) Reporting concurrence or rejection of rotation appointments to the Secretariat of the CIA Career Service Board.
  - 7) Interviewing, if necessary, prospective rotatees.
  - 8) Submitting a semi-annual Personnel Evaluation Report to the sponsoring Office on each rotation appointee from another Office.
  - 9) Recommending cancellation or continuance of rotation appointments.
  - 10) Ensuring that the rotatees detailed by their Office to another are not overlooked for warranted promotion.

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Tab B

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- 11) Ensuring that jobs of rotatees received by their Office are productive and commensurate with the purpose of the appointments.
  - 12) Selecting Office employees for training and making the necessary arrangements with the Office of Training.
- d. Appoints supporting groups or Boards as appropriate for handling specialized functions, such as Promotion, Assignment, etc., drawing on its Office personnel as necessary.
  - e. Review personnel evaluation reports prepared on all personnel of its Office except Assistant Directors and Deputy Assistant Directors.
  - f. Make available on a regular basis to CIA Career Service Board the Office Board proceedings, actions and membership list.

Items 11 through 17 will be completed by SUPERVISOR

11. In what respect is the employee's performance on present job most noticeably good or outstanding?
12. On what aspect of performance should the employee concentrate effort for self-improvement?
13. Are there other duties which better suit the employee's qualifications? (Recommend appropriate reassignment, if possible.)
14. In what specific ways, other than enumerated above, can the Agency make better use of the employee, taking into account the interests of the Agency as well as those of the employee?
15. What training do you recommend for the employee?
16. If employee's performance during report period has been unsatisfactory, there is attached copy of memorandum to the employee notifying him of his unsatisfactory performance.
17. This Personnel Evaluation Report has been discussed with the employee. Additional comments, including comment on Items 7, 8 and 9, are shown below under Item 19.

Date

Signature of Supervisor

18. I have reviewed the above report. (Comments, if any, are shown in Item 19.)

Date

Signature of Reviewing Official

19. Comments:

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**PERSONNEL EVALUATION REPORT**

Items 1 through 6 will be completed by ADMINISTRATIVE OR PERSONNEL OFFICER

1. NAME (Last) (First) (Middle)		2. GRADE	3. POSITION TITLE
4. OFFICE	STAFF OR DIVISION	BRANCH	<input type="checkbox"/> DEPT'L <input type="checkbox"/> FIELD IF FIELD, SPECIFY STATION
5. PERIOD COVERED BY REPORT From To		6. TYPE OF REPORT <input type="checkbox"/> Initial <input type="checkbox"/> Annual <input type="checkbox"/> Special <input type="checkbox"/> Reassignment of Employee <input type="checkbox"/> Reassignment of Supervisor	

Items 7 through 10 will be completed by EMPLOYEE

7. List your major duties in approximate order of importance, with a brief description of each. Omit minor duties.

8. List courses of instruction completed during report period.

Name of Course	Location	Length of Course	Date Completed
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9. In what type of work are you primarily interested?

If different from your present job, explain your qualifications (aptitude, knowledge, skills).

10.

Date

Signature of Employee

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TAB C

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10 April 1952

MEMORANDUM FOR: Chairman, Career Service Committee

FROM : Chairman, Working Group on Career Benefits

SUBJECT : Adjustments to Career Service Program

1. In response to your memorandum of 8 April 1952, this Working Group has carefully considered the specific points raised in paragraph 3.e. It was noted that the request which was received from the DCI indicates that adjustments to the Career Service Program are to be made as a result of the Progress Report submitted by the Career Service Committee on 22 January 1952. It is our assumption, therefore, that the Final Report of this Working Group submitted on 21 February 1952 was not the basis on which the adjustments were requested. That Final Report attempted to formulate an integrated program of career benefits and contains many background references necessary to a full comprehension of the program. At best, Tab E of the Progress Report of 22 January 1952 which Tab was entitled "Career Benefits Desired by CIA", is only a summary and an indication of types of benefits concerning which this Working Group intended to make full recommendations in its Final Report.

2. Prior to final adoption of the adjustments requested, it is urgently recommended that full consideration be given to the contents of the Final Report of this Working Group.

3. In response to the request contained in your memorandum, it is believed that the Final Report, as previously submitted, can be used as a basis for adjustment as set forth below.

a. It is stated that additional pay for hazardous duty should not be included as part of the career service benefits. Tab C of the Final Report contains the full recommendation on this subject and to comply with the request need only be deleted. However, it is our firm belief that the recommendations contained therein should be considered by the appropriate elements of the Agency looking toward adoption at the earliest possible time. Considerable study was devoted to this subject at the specific request of the Career Service Committee and it is hoped the effort will have served a purpose.

b. It was indicated that the meritorious awards system should be limited to Class 1 (Clerical and Administrative) and Class 2 (Specialists). The meritorious awards program as contained in Tab D of the Final Report of this Working Group need

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be changed only at paragraph 1.A. to reflect application to Classes 1 and 2 in order to meet the requested adjustments. Aside from the basic question of whether or not CIA career employees should be broken down into three categories, it is our recommendation that Class 3 (Professionals) should not be denied the opportunity to participate in the CIA awards program. We believe that the fundamental principles underlying the desirability of such a program applicable to specialists and clerical and administrative personnel are equally applicable, if not more so, to professionals. Further, it is our belief that particularly in CIA where professional personnel for the great part are forced into a role of anonymity insofar as brother professionals are concerned, including the public, there should be an internal system of awards to recognize outstanding achievement or professional attainment. We are not aware of any awards program in the Government which denies participation to "professionals" or "officers". For example, in the military, the standards established for the awarding of honor medals make no distinction between officer and enlisted personnel.

c. The remaining points on which adjustments were requested pertain to items which would require legislative action. Specifically, it was indicated that the following items be eliminated at this time because of legislative difficulties:

- (1) Compensation to dependents of personnel engaged in hazardous duty who are themselves exposed to hazard
- (2) death gratuities to dependents of CIA personnel whose death occurs overseas.

The Working Group in considering all of those benefits which would require legislative action attempted to recognize the difficulties which would be attendant upon attempting to secure legislation at this time. Particularly with reference to the items that were suggested to be eliminated, our Working Group has made no recommendation that legislation be secured at this time or during this session of Congress. We did state "it is recommended that continuing attention be given to those items of the program of career benefits which will require legislation to secure their attainment". That recommendation recognized the difficulties surrounding legislative matters and left the matter of timing to those appropriately concerned. Our recommendation further intended to convey the fact that these benefits are desirable for CIA employees and should be considered a part of a long-range program to develop service in CIA as a true Career Service.

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d. It is stated that legislative requests will be difficult enough if limited to subparagraphs f. g. and h. in Tab E which refers to the following items:

(1) f. refers to pay, within-grade raises and grade promotions for personnel who are detained involuntarily by foreign governments. It is pointed out in Tab H of our Final Report that the Department of Defense is sponsoring a similar bill to meet its needs. It was recommended therein that, in an appropriate manner, CIA support such bill. That action would eliminate the requirement of CIA having to introduce in the Congress special legislation in its behalf.

(2) g. refers to a more liberal retirement system and h. refers to an appropriate and adequate leave system for overseas employees. With respect to these items, this Working Group made no specific recommendations other than that set forth in 3.c. above.

4. Paragraph 1 of your memorandum requested that the adjustments required by the DCI should be incorporated in an appropriate redraft of our Final Report. In view of the above statements with respect to appropriate deletions, it is believed that this memorandum will adequately respond to your request.

  
Chairman

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10 April 1952

MEMORANDUM FOR: Chairman, Career Service Committee  
FROM: Chairman, Working Group on Trainees  
SUBJECT: Adjustments to Career Service Program  
REFERENCE: Chairman, Career Service Committee,  
Memorandum to Chairman of Working  
Groups, dated 8 April 1952, same  
subject

Attached are comments of the Working Group on  
Trainees on the referenced memorandum.



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Chairman of the Working Group

Attachment: 1

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10 April 1952

WORKING GROUP ON TRAINEES

The Working Group on Trainees feels that the elimination of the statement of policy will indicate that the program does not have even the formal support of the DCI. Furthermore, such elimination deprives the program of a basic policy from which directives and procedures may be derived. An undertaking of this scope and merit must be so defined as to ensure the harmonious implementation of the program without misinterpretation.

The proposal formally to divide employees into the three classes (clerical and administrative, specialist, professional) is, we feel, unsound. This is an artificial division; it would cause serious administrative difficulty; and would certainly have an adverse effect on the morale of the Agency. There are multiple categories, each of which would require a separate program.

The Working Group on Trainees feels that the other required changes do not affect its recommendations for initial selection and training of professionals. It is fairly obvious that technical employees should not be hired if they are not technically proficient. The present orientation program is sufficient for their indoctrination.

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Should made available to as  
many employees as can  
profit incl. key admin +  
tech personnel when they E.O.D  
if ~~they are to enter~~ <sup>their position is</sup> to a key pos, or  
later if they attain such a pos.